Supervisory Management

INDEX/VOLUME 29
JANUARY-DECEMBER 1984

ARTICLES

Arbitration

IF YOU WERE THE ARBITRATOR
- Costly Picket Line ..... *Feb.* 17
- Costly Training Program ..... *Nov.* 21
- Emotional Quit ..... *Aug.* 18
- Physicians' Statements ..... *July* 17
- Protracted Observation ..... *Apr.* 9
- Red-Faced Employee ..... *Oct.* 13
- Retiring Benefit ..... *Mar.* 15
- Retroactive Discharge ..... *Jan.* 19
- Selective Rehab Program ..... *May* 11
- Silent Employee ..... *June* 9
- Smoking Restroom ..... *Dec.* 9
- Valid Leave Request .... *Sept.* 11

Representing Management in Arbitration ..... *Aug.* 19

Career Planning

For Women: How to Get Where You Want to Go ..... *May* 30

Getting Along with the Boss ..... *July* 12

How to Resign Effectively ..... *June* 22

The Risk Management Approach to Career Planning ..... *Jan.* 12

Understanding Personal Power ..... *Oct.* 10

Change Management

Running an Idea Campaign ..... *Aug.* 3

Seven Keys to Successful Change Management ..... *Nov.* 30

Communication

Communication Among Employees ..... *Feb.* 2

Communication as a Business Skill ..... *Nov.* 38

The Complaint Interview ..... *June* 25

The Complaint Interview: Two Approaches to a Productive Meeting of the Minds ..... *July* 34

Listening: A Powerful Management Tool ..... *Oct.* 35

Listening: A Small Investment, a Big Payoff ..... *July* 18

Making Personal Letters Personal ..... *May* 37

Mediating Between Disputing Employees ..... *May* 2

A New Approach to Managing Meeting Discussions ..... *Mar.* 32

The Power of Persuasion:

A Matter of Communication ..... *Oct.* 23
The Role of Self-Concept in Interpersonal Communications ..... *Feb.* 12
You Can Be a Better Speaker ..... *Sept.* 15

Computers (see also technology)
Getting Acquainted with the Computer ..... *Aug.* 23
Overcoming Terminal Fear ..... *Sept.* 2
Taking the Bite out of Computer Crime ..... *Sept.* 29
What Every Manager Should Know About Computers ..... *May* 16

Cost Control
Avoiding Materials Mishandling ..... *Apr.* 37
Controlling Office Output ..... *Mar.* 25

Counseling
A Counseling Approach for Chronic Tardiness ..... *Nov.* 25
Handling Employee Complaints ..... *Jan.* 22
Just Down or Out? Helping Troubled Employees ..... *June* 10
Finding Out Why a Good Performer Went Bad ..... *Aug.* 39
An MBO Approach to Discipline ..... *Mar.* 2
The Need for Positive Reinforcement in Corrective Counseling ..... *Dec.* 10
The Value of Nonsupervisory Feedback in Coaching Sessions ..... *June* 2

Delegation
Key Factors in Positive Delegation ..... *July* 8
Ten Reasons Why Managers Need to Know More About Delegation ..... *Aug.* 8

Discipline
An MBO Approach to Discipline ..... *Mar.* 2
The Need for Positive Reinforcement in Corrective Counseling ..... *Dec.* 10

Employee Development (see also personnel management and training)
The Basics of Training and Development ..... *Jan.* 7
Getting Acquainted with the Computer ..... *Aug.* 23
How Today's Managers Can Create Tomorrow's Leaders ..... *Sept.* 18
People Skills: A Key to Success in the Service Sector ..... *Oct.* 2

Flexible Work Arrangements
Effectively Managing Alternative Work Options ..... *Apr.* 10
Taking a Look at Flexitime ..... *Feb.* 37

Grievances
The Complaint Interview ..... *June* 25
The Complaint Interview: Two Approaches to a Productive Meeting of the Minds ..... *July* 34
Handling Employee Complaints ..... *Jan.* 22
Mediating Between Disputing Employees ..... *May* 2

Labor Relations
Representing Management in Arbitration ..... *Aug.* 19

Supervisors vs. Union Reps: When "Fair" is "Foul" ..... *Jan.* 40

Listening
Listening: A Powerful Management Tool ..... *Oct.* 35
Listening: A Small Investment, a Big Payoff ..... *July* 18

Management by Objectives
Improving Productivity: Why Not Try MBO? ..... *Oct.* 17
An MBO Approach to Discipline ..... *Mar.* 2

Management Development (see also career planning and management style)
Different People, Different Approaches to Management ..... *Aug.* 12
Getting Acquainted with the Computer ..... *Aug.* 23
Making the Manager a Better Trainer ..... *Apr.* 2
Managing the Span of Control ..... *June* 13
Measuring Your Burnout Potential ..... *July* 27
Understanding Personal Power ..... *Oct.* 10
What Every Manager Should Know About Computers ..... *May* 16
What It Takes to Achieve Followership ..... *Nov.* 22
Why Assertive Supervisors Are Better Managers .... *Nov.* 2

Management Style
Building a Feeling of Trust in the Company ..... *Apr.* 31
Different People, Different Approaches to Management ..... *Aug.* 12
How Middle Managers Err as Supervisors ..... *Nov.* 8
Getting Along with the Boss ..... *July* 12
How Your Personal Attitudes Can Make or Break You ..... *Feb.* 32
Is Understanding Your Employees Always an Advantage? ..... *Apr.* 26
Managing the Span of Control ..... *June* 13
The Power of Persuasion: A Matter of Communication ..... *Oct.* 23
Reality-Based Managerial Concepts ..... *Apr.* 40
Seven Keys to Successful Change Management ... *Nov.* 30
The Supervisor's Relationship with Employees ..... *Mar.* 8
The Supervisor's Role Under Theory Z ..... *May* 24
Trust—A Prerequisite for Motivation ..... *Feb.* 22
Understanding Organizational Commitment ..... *Mar.* 16
What It Takes to Achieve Followership ..... *Nov.* 22
What's Wrong with Some Supervisors' Management Style ..... *July* 2
Why Assertive Supervisors Are Better Managers .... *Nov.* 2

Meetings
Effective Meetings—A Management Must .... *Dec.* 28
A New Approach to Managing Meeting Discussions ..... *Mar.* 32
Problems, Plans, and Sharing: A Format for Productive Meetings .... *June* 35
A Staff Meeting by Any Other Name ..... *June* 31

Methods Improvement
An Action Planning Process for All ..... *Apr.* 20

Do You Need an Absenteeism Control Program? ..... *Sept.* 33
Effectively Managing Alternative Work Options ..... *Apr.* 10
EAP: An Important Supervisory Tool ..... *Dec.* 15
Managing the Span of Control ..... *June* 13
Mediating Between Disputing Employees ... *May* 2
A New Approach to Managing Meeting Discussions ..... *Mar.* 32
Profile Analysis: Matching Positions and Personnel ..... *Nov.* 14
Putting an End to Paper Buildup ..... *Jan.* 2
Running an Idea Campaign ..... *Aug.* 3
Situational Performance Appraisals ..... *May* 6
The Supervisor and Quality Control Circles—Studying a Problem Area ..... *Mar.* 38
Taking a Look at Flexitime ..... *Feb.* 37
Ten Reasons Why Managers Need to Know More About Delegation ..... *Aug.* 8
The Value of Nonsupervisory Feedback in Coaching Sessions ..... *June* 2

Motivation
An Action Planning Process for All ..... *Apr.* 20
Building a Feeling of Trust in the Company ..... *Apr.* 31
How to Stress Your Employees ..... *Jan.* 20
The Importance of Managing Cooperation in an R&D Department ..... *Aug.* 34
Is Understanding Your Employess Always an Advantage? ..... *Apr.* 26
Key Factors in Positive Delegation ..... *July* 8
An MBO Approach to Discipline ..... *Mar.* 2
The Misuse of Bonuses ... *Jan.* 28
Participative Management: No Simple Solution ..... *Dec.* 2
The Role of Self-Concept in Interpersonal Communications ..... *Feb.* 12
The Supervisor's Role Under Theory Z ..... *May* 24
Trust—A Prerequisite for Motivation ..... *Feb.* 22
Understanding Organizational Commitment ..... *Mar.* 16
What's Wrong with Some Supervisors' Management Style ..... *July* 2

Office Management (see also computers and technology)
Confessions of a Great Dictator ..... *Feb.* 18
Controlling Office Output ..... *Mar.* 25
Guidelines for Selecting Word Processing Systems ..... *Jan.* 32
Putting an End to Paper Buildup ..... *Jan.* 2

Performance Appraisals (see also counseling)
Situational Performance Appraisals ..... *May* 6
The Value of Nonsupervisory Feedback in Coaching Sessions ..... *June* 2

Personal Management
Leasing: A New Option for Car Shoppers ..... *Jan.* 37

Making the Most of Your IRA ..... *June* 38

Personnel Management (see also employee development, performance appraisals, special supervisory problems, and training)
Effectively Managing Alternative Work Options ..... *Apr.* 10
How to Hire a Winner ..... *May* 12
Profile Analysis: Matching Positions and Personnel ..... *Nov.* 14
Situational Performance Appraisals ..... *May* 6
Watching the Good Ones Go ..... *Oct.* 26
What to Do When Your Employees Plateau ..... *July* 23

Planning
An Action Planning Process for All ..... *Apr.* 20
For the First-Time Planner ..... *July* 40
Goal Setting: How to Work Smarter ..... *Sept.* 12
Improving Productivity: Why Not Try MBO? ..... *Oct.* 17

Productivity
Controlling Office Output ..... *Mar.* 25
Improving Productivity: Why Not Try MBO? ..... *Oct.* 17
The Supervisor and Quality Control Circles ..... *Feb.* 26

Recruitment
How to Hire a Winner ..... *May* 12
Profile Analysis: Matching Positions and Personnel ..... *Nov.* 14

Quality Circles
A Staff Meeting by Any Other Name ..... *June* 31
The Supervisor and Quality Control Circles ..... *Feb.* 26
The Supervisor and Quality Control Circles—Studying a Problem Area ..... *Mar.* 38
What Supervisors Think About QCs ..... *Aug.* 27

Salary Administration
Managing the "Right-Brain" Half of Salary Reviews ..... *Feb.* 8
The Misuse of Bonuses ... *Jan.* 28

Security
The Abused Woman: How an Employer Can Help ..... *Apr.* 16
Avoiding Materials Mishandling ..... *Apr.* 37
Taking the Bite Out of Computer Crime ..... *Sept.* 29

Special Supervisory Problems
The Abused Woman: How an Employer Can Help ..... *Apr.* 16
Avoiding Materials Mishandling ..... *Apr.* 37
A Counseling Approach for Chronic Tardiness ..... *Nov.* 25
The Depressed Employee ..... *Oct.* 14
Do You Need an Absenteeism Control Program? ..... *Sept.* 33
Effectively Managing Alternative Work Options ..... *Apr.* 10
The Importance of Managing Cooperation in an R&D Department ..... *Aug.* 34
Just Down or Out? Helping Troubled Employees .... *June* 10
Overcoming Terminal Fright ..... *Sept.* 2
Supervising the Younger Employee ..... *Mar.* 21

Supervisors vs. Union Reps: When "Fair" Is "Foul" ..... *Jan.* 40

Stress
Measuring Your Burnout Potential ..... *July* 27
How to Stress Your Employees ..... *Jan.* 20

Technology (see also computers)
Confessions of a Great Dictator ..... *Feb.* 18
Guidelines for Selecting Word Processing Systems ..... *Jan.* 32

Training
The Basics of Training and Development ..... *Jan.* 7
For Good Job Training, You Need a Good Beginning ..... *June* 19
Making the Manager a Better Trainer ..... *Apr.* 2
People Skills: A Key to Success in the Service Sector ..... *Oct.* 2
What to Do When Your Employees Plateau ..... *July* 23

Women Managers
Avoiding Unwanted Advances ..... *Sept.* 40
For Women: How to Get Where You Want to Go .. *May* 30
Inaccurate Perceptions About Women ..... *Oct.* 29

AUTHORS

Baderschneider, Earl. Costly Picket Line ..... *Feb.* 17
_____ Costly Training Program ..... *Nov.* 21
_____ Emotional Quit ..... *Aug.* 18
_____ Physicians' Statements ..... *July* 17
_____ Protracted Observation ..... *Apr.* 9
_____ Red-Faced Employee ..... *Oct.* 13
_____ Retiring Benefit ..... *Mar.* 15
_____ Retroactive Discharge ..... *Jan.* 19
_____ Selective Rehab Program ..... *May* 11
_____ Silent Employee ..... *June* 9
_____ Smoking Restroom ..... *Dec.* 9
_____ Valid Leave Request ..... *Sept.* 11
Baker, H. Kent and Philip I. Morgan. The Complaint Interview ..... *June* 25
_____ The Complaint Interview: Two Approaches to a Productive Meeting of the Minds ..... *July* 34
_____ Do You Need an Absenteeism Control Program? ..... *Sept.* 33
_____ Taking a Look at Flexitime ..... *Feb.* 37
Baril, Gallen L. and George C. Reavy. Is Understanding Your Employees Always an Advantage? ..... *Apr.* 26
Bartunek, John N. What to Do When Your Employees Plateau ..... *July* 23
Berry, Waldron. An Action Planning Process for All ..... *Apr.* 20
Bolton, Dorothy Grover and Robert Bolton. Different People, Different Approaches to Management ..... *Aug.* 12
Borner, E. Bruce. What Every Manager Should Know About Computers ..... *May* 16

Brenner, Otto C. and Joseph Tomkiewicz. Supervisors vs. Union Reps: When "Fair" Is "Foul" ..... *Jan.* 40
Brownell, Judi. Listening: A Powerful Management Tool ..... *Oct.* 35
Bryan, Leslie A., Jr. Making the Manager a Better Trainer ..... *Apr.* 2
Buckman, Steven. Finding Out Why a Good Performer Went Bad .. *Aug.* 39
_____Handling Employee Complaints ..... *Jan.* 22
Callarman, William G. and William W. McCartney. Improving Productivity: Why Not Try MBO? ..... *Oct.* 17
Callinan, Lynn Pease and Martin R. Moser. The Importance of Managing Cooperation in an R&D Department ..... *Aug.* 34
Caruth, Don and Trezzie A. Pressley. Key Factors in Positive Delegation ..... *July* 8
Clark, William D. and Henry F. Houser. The Supervisor's Role Under Theory Z ..... *May* 24
Coleman, Linda Jane and Susak Rawson Zacur. Communication as a Business Skill ..... *Nov.* 38
Davidson, Jeffrey P. Watching the Good Ones Go ..... *Oct.* 26
Davidson, Nancy. The Abused Woman: How an Employer Can Help ..... *Apr.* 16
Delaney, W. A. The Misuse of Bonuses ..... *Jan.* 23
Denton, D. Keith. Supervising the Younger Employee ..... *Mar.* 21
Diffie-Couch, Priscilla. Building a Feeling of Trust in the Company ..... *Apr.* 31
Dixon, Nancy. Participative Management: It's Not as Simple as It Seems ..... *Dec.* 2
Douglass, Donna N. For Women: How to Get Where You Want to Go ..... *May* 30
Down, Arden. Why Assertive Supervisors Are Better Managers .... *Nov.* 2
Drapin, Lois and Donald Sanzotta. Getting Along with the Boss ... *July* 12
Dulek, Ronald. Making Personal Letters Personal ..... *May* 37
Eads, Douglas H. How Today's Managers Can Create Tomorrow's Leaders ..... *Sept.* 18
Edwards, Alan. Just Down or Out? Helping Troubled Employees ..... *June* 10
Gipson, Debra L. and Joseph F. Michlitsch. Managing the Span of Control ..... *June* 13
Giunta, Joseph. For Good Job Training, You Need a Good Beginning ..... *June* 19
Gold, Erin. Getting Acquainted with the Computer ..... *Aug.* 23
Golden, Mitchell Keith and Mildred Pryor. The Depressed Employee ..... *Oct.* 14
_____The Power of Persuasion: A Matter of Communication ..... *Oct.* 23
Goldman, Ellen. A New Approach to Managing Meeting Discussions ..... *Mar.* 32
Gordon, Richard. Six Rules for Getting Started in Management .... *Dec.* 24
Green, James H. Overcoming Terminal Fright ..... *Sept.* 2
Grogg, Patricia Marcum. You Can Be a Better Speaker ..... *Sept.* 15
Halatin, Ted and Martin E. Rosenfeldt. Avoiding Materials Mishandling ..... *Apr.* 37

Hall, Charles. A Staff Meeting by Any Other Name ..... *June* 31
Hansen, Theodore L., Jr. What It Takes to Achieve Followership ... *Nov.* 22
Harmon, James F. The Supervisor and Quality Control Circles .... *Feb.* 26
_____The Supervisor and Quality Control Circles—Studying a Problem Area ..... *Mar.* 38
Heshizer, Brian. An MBO Approach to Discipline ..... *Mar.* 2
Hill, Norman C. The Need for Positive Reinforcement in Corrective Counseling ..... *Dec.* 10
Hobson, Charles J., Robert E. Hobson, and John J. Hobson. People Skills: A Key to Success in the Service Sector ..... *Oct.* 2
Houser, Henry F. and William D. Clark. The Supervisor's Role Under Theory Z ..... *May* 24
Jewell, Donald O., George E. Manners, Jr., and Sandra Jewell. For the First-Time Planner ..... *Sept.* 12
Jewell, Sandra F. and Gary Santavicca. Goal Setting: How to Work Smarter ..... *Sept.* 12
Joseph, Buck. Confessions of a Great Dictator ..... *Feb.* 18
_____How Middle Managers Err as Supervisors ..... *Nov.* 8
Kaminski-da Roza, Victoria. Managing the "Right-Brain" Half of Salary Reviews ..... *Feb.* 8
Kaufman, Lois and John B. Wolf. Avoiding Unwanted Advances ... *Sept.* 40
Kennedy, Dennis L. A Counseling Approach for Chronic Tardiness ..... *Nov.* 25
_____Understanding Personal Power ..... *Oct.* 10
Klumph, Ned. Effective Meetings—A Management Must ..... *Dec.* 28
Leebov, Wendy. Problems, Plans, and Sharing: A Format for Productive Meetings ..... *June* 35
Levis, Tom C. Communication Among Employees ..... *Feb.* 2
Lynn, George and Joanne Barrie Lynn. Seven Keys to Successful Change Management ..... *Nov.* 30
Maidment, Robert. Ten Reasons Why Managers Need to Know More About Delegation ..... *Aug.* 8
Manners, George E., Donald O. Jewell, and Sandra Jewell. For the First-Time Planner ..... *July* 40
Matheny, Philip R. How to Hire a Winner ..... *May* 12
Mazzarella, Raymond A. Representing Management in Arbitration ..... *Aug.* 19
McCartney, William W. and William G. Callarman. Improving Productivity: Why Not Try MBO? ..... *Oct.* 17
McEwan, Bruce. Mediating Between Disputing Employees ..... *May* 2
_____The Risk Management Approach to Career Planning ..... *Jan.* 12
McLoughlin, William J. Guidelines for Selecting Word Processing Systems ..... *Jan.* 32
Michlitsch, Joseph F. and Debra L. Gipson. Managing the Span of Control ..... *June* 13
Miller, William C. The Value of Nonsupervisory Feedback in Coaching Sessions ..... *June* 2
Morgan, Philip I. and H. Kent Baker. The Complaint Interview ..... *June* 25
_____The Complaint Interview: Two Approaches to a Productive Meeting of Minds ..... *July* 34

_____Do You Need an Absenteeism Control Program? ..... *Sept.* 23
_____Taking a Look at Flexitime ..... *Feb.* 37
Moser, Martin R. and Lynn Pease Callinan. The Importance of Managing Cooperation in an R&D Department ..... *Aug.* 34
Nave, James L. and Bob F. Thomas. What's Wrong with Some Supervisors' Management Style ..... *July* 2
Nelson, Andre. Reality-Based Managerial Concepts ..... *Apr.* 40
Niehouse, Oliver L. Measuring Your Burnout Potential ..... *July* 27
Olsten, William. Effectively Managing Alternative Work Options .... *Apr.* 10
Osgood, Don. How Your Personal Attitudes Can Make or Break You ..... *Feb.* 32
Owen, Darrell E. Profile Analysis: Matching Positions and Personnel ..... *Nov.* 14
Pearson, Dick. Inaccurate Perceptions About Women Managers ... *Oct.* 29
Pressley, Trezzie A. and Don Caruth. Key Factors in Positive Delegation ..... *July* 8
Pryor, Mildred Golden and Mitchell Keith Golden. The Depressed Employee ..... *Oct.* 14
Pulich, Marcia Ann. The Basics of Training and Development ..... *Jan.* 7
_____The Supervisor's Relationship with Employees ..... *Mar.* 8
Rausch, Edward N. Controlling Office Output ..... *Mar.* 25
Reavy, George C. and Gallen L. Baril. Is Understanding Your Employees Always an Advantage? ..... *Apr.* 26
Rosenfeldt, Martin E. and Ted Halatin. Avoiding Materials Mishandling ..... *Apr.* 37
Santavicca, Gary and Sandra F. Jewell. Goal Setting: How to Work Smarter ..... *Sept.* 12
Sanzotta, Donald and Lois Drapin. Getting Along with the Boss ... *July* 12
Schulman, Daralee. How to Stress Your Employees ..... *Jan.* 20
Scott, Robert C. Running an Idea Campaign ..... *Aug.* 3
Sears, David L. Situational Performance Appraisals ..... *May* 6
Sherwood, Andrew. How to Resign Effectively ..... *June* 22
Shields, Doyle E. Listening: A Small Investment, a Big Payoff ..... *July* 18
Stout, John K. The Role of Self-Concept in Interpersonal Communications ..... *Feb.* 12
Thomas, Bob F. and James L. Nave. What's Wrong with Some Supervisors' Management Style ..... *July* 2
Tomkiewicz, Joseph and Otto C. Brenner. Supervisors vs. Union Reps: When "Fair" Is "Foul" ..... *Jan.* 40
Waters, William F. Leasing: A New Option for Car Shoppers ..... *Jan.* 37
_____Making the Most of Your IRA ..... *June* 38
Winston, Stephanie. Putting an End to Paper Buildup ..... *Jan.* 2
White, Ed. Trust—A Prerequisite for Motivation ..... *Feb.* 22
Whiting, Neola L. Taking the Bite Out of Computer Crime ..... *Sept.* 29
Wolf, John B. and Lois Kaufman. Avoiding Unwanted Advances ... *Sept.* 40
Wright, Jim. EAP: An Important Supervisory Tool ..... *Dec.* 15
Zahra, Shaker A. Understanding Organizational Commitment ..... *Mar.* 16
_____What Supervisors Think About QCs ..... *Aug.* 27
Zacur, Susan Rawson and Linda Jane Coleman. Communication as a Business Skill ..... *Nov.* 38